

Railroads

For the first half of 1949 the Reichsbahn fulfilled its Transportation Plan for railroad cars, by 104.0%
for tonnage, by 103.2%
for ton kilometers by 117.5%

	<u>in units</u>	<u>in Repair Units</u>
its <u>Repair Plan</u> for locomotives, by	100.5%	102.8%
for freight cars by	113.6%	100.7%
for passenger cars	112 %	117.1%
for S-Bahn cars by	115.5%	93.6%

Performance for the second half of 1949 is to be increased as follows:

<u>in the Transportation Plan</u> for railroad cars by	6.6%
by tonnage "	8.0%
by ton-kilometers "	10.5%

Quotas for the Repair Plan will be established on a month to month basis.

In addition, the following are the objectives for the second half of 1949:

1. The railroad car turnaround time must be lower than ~~prescribed~~ the average time of 4.3 days, prescribed in the economic plan. In the second half of 1949 the turnaround time must not amount to more than 4.0 days. This will result in an average turnaround time of 4.0 and 4.19 - 4.1 days for all of 1949. To arrive at this result ² it becomes necessary to carry out the following measures:
 - a) Sunday work is to be increased, particularly in the loading service. Should Sunday work cause excessive outlays due to higher overtime payments according to the prevailing wage scales,

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then the competent authorities must be requested to examine the matter and decide whether these overtime payments for railroad workers cannot be made up by giving them time off during the week.

- b) The layover time for railroad cars must be supervised according to a plan, and must be shortened.
 - c) Trainload shipments are to be used wherever their use is advantageous in respect to car turnaround time. The longer period of time necessary to assemble the cars for trainload shipments and to unload them can be tolerated only, if the same amount of time can be saved by decreasing the ~~time~~ waiting periods in marshalling yards.
2. LCL (less than carload) traffic must be improved, particularly in industrial centers. Improvements must be carried out both by making railroad cars available, and in sufficient numbers, and by speeding up transportation. Also, collaboration with truck traffic must be systematically developed in the field of LCL transportation; e.g., transferring local collecting and distribution tasks to trucks.
 3. Particular attention must be paid to the held-for-tonnage service. In this field, too, is it necessary to examine systematically all possibilities of collaboration with the trucking service
 4. Special attention must be paid to the speedy transport, according to plan, of high-grade or perishable goods or goods liable to be stolen. The attainment of the planned goal at the switching stations is to be systematically supervised. The work of train despatch personnel must be improved by training and supervision.

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5. The number of box cars and four-axle cars, with large capacity, is insufficient for transportation requirements. Therefore, the problem of how this shortage can be alleviated must be solved before the start of fall traffic.
6. The qualitative maintenance of freight cars is unsatisfactory. For this reason difficulties occur in the matter of car assignments whenever a large number of cars are required for through traffic. Delays in turnaround time occur in these instances, because substantially more cars than are required must be examined and are thereby kept from operating. Therefore, the maintenance of the rolling stock must be improved by systematically transferring ~~xxxxxx~~ ~~xxxxxx~~ to maintenance yards all cars not completely usable.
7. Increased economic relations with foreign countries make it necessary to increase our control of freight car traffic with foreign countries.
8. The expected increase in transportation objectives for the year 1950 makes it the Reichsbahn's duty to institute those measures in the 2nd half of 1949, which, if properly executed, will make possible the fulfillment of the Two-Year Plan in 1950.
9. Theft prevention measures, which reduced thefts substantially in the first half of the year, must be carried on continuously and must be improved by increasing their scope and by supervision.
10. Construction work must be carried on in stations and on railroad lines to the extent demanded by the operational department.
11. Changes of main to secondary railroad lines must be made in order to conserve personnel (at railroad crossings).

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12. Increased use must be made of premium payment systems in operational service.
13. Repair work on two- and three-axle passenger cars must be increased so that the express-train cars now being used for commuter service can be returned to regular express service.
14. Measures must be taken to decrease the numerous hot boxes occurring on express train cars.
15. Improvements ~~xxxx~~ must be made in the international and interzonal passenger and freight train traffic.
16. Improvement must be made in car lighting in the Berlin S-Bahn cars.
17. Use of small locomotives must be increased by ending the existing shortage of fuels and spare parts.
18. Lateness of passenger and freight trains must be eliminated.
19. Per capita quota of train conductors must be increased for security reasons, for better control of people trying to avoid paying their train fares, and to help keep the railroad cars in better condition.
20. New people must be trained for operational service.
21. Operational regulations must be improved.
22. Further measures must be taken to combat accidents.
23. Forty additional locomotives, types 44 and 58, must be converted for coal dust firing so that they can be used operationally by the end of 1949.
24. Maximum capacities must be prescribed for all railroad lines and for all existing types of locomotives. Permissible train loads are to be increased another 5%.

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25. The premium payment system for coal conservation is to be further developed and must be finally established in the second half of 1949. Operational economy in the maintenance yards must be further developed, improved and increased
26. Financial independence of maintenance yards must be achieved in the second half of 1949. Maintenance yards will receive the materials for locomotive repairs in repair and maintenance yards.
27. The cost of locomotive repairs must be lowered.
28. Work on establishing new work norms must be concluded.
29. Locomotive capacities must be increased by re-instituting long hauls
30. Experiments on boiler scale removal from locomotive boilers must be concluded in the second half of 1949. The same is true for experiments on spark arrestors for locomotives.
31. Quotas for locomotive repair jobs are to be established for the second half of 1949 as follows:

Repair group L 0	-	907 locomotives
" " L 2	-	90 "
Washing out	-	36,330
32. The number of small locomotives in operation is to be increased from 180 to 200.
33. Additional VT (suburban train cars?), among them an express train car, are to be put into operation by the end of 1949.
34. Construction of a new type hydraulic drive for small motor-driven locomotives is planned. Heavy freight traffic by Coulemyer vehicles is to be increased. The measuring-car for locomotives is to be finished by the end of 1949.

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35. Twenty S-Bahn cars are to be repaired. In addition, 70 salvaged cars must be cleaned of rust and given a protective coating of paint.
36. There are 263 cars in the damaged-car park which must be repaired by the end of 1950. The engine workshop at the Schoeneweide repair yard should be enlarged.
37. Renovation work in the electric power plants is to be continued.
38. Electric bulb and fixture deliveries must be stepped up.
39. A basic change in freight car repairs is planned for the 2nd half of 1949. Railroad repair yards will take over the freight car repair jobs specified in the Two-year Plan. The capacity thereby freed in the maintenance yards, amounting to 1665 repair units, will then be used for work on those cars which were to have been taken care of by the repair yards.
40. An additional 10 complete freight trains are to be repaired by the end of the 2nd half of 1949 by voluntary, unpaid work, thereby increasing the operational car park by approximately 100 cars. Since requirements are still higher, an additional special quota of 500 passenger cars are to be repaired in the repair yards at the cost of 1.55 million marks, by the end of the year.
41. According to the repair plan the following repair jobs are to be carried out in the locomotive repair yards:

421	L	0
905	L	2
345	L	3
392	L	4

Total	2	063
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42. According to the repair plan the following repair jobs are to be carried out in the railroad car repair yards:

	21 267 freight cars
	1,816 passenger cars
	<u>594 S-Bahn cars</u>
Total	23 677.

43. According to the repair plan the following repair jobs are to be carried out in the Dessau repair yard:

	60 Vt cars (suburban train cars ?)
	108 small locomotives
	<u>18 trolleys</u>
Total	186.

44. Fulfillment of the plan as specified in Points 1 to 3 depends upon a sufficient supply of those materials, which cannot yet be manufactured in the railroad's own shops e.g.:

wheel-tires, pipes, semi-finished copper products for boilers, electrodes,

sections for car frames, sheet metal, IZ-steel, and spare parts.

Deliveries of heating pipes and smoke stacks, wheel tires, and electrodes from the Eastern Zone, the eastern countries, and the Western Zone must be increased substantially.

45. The percentage of production workers paid according to productivity, which increased to about 65 percent in all repair yards in the first half of 1949, must be raised to 70 percent in the railroad car repair yards and to 80 percent in the locomotive repair yards. The number of men in contract groups, which was decreased to an average of eight in the locomotive repair yards in the first half of 1949 and to an average of seven in the railroad car repair yards, must be decreased to an average of six in all repair yards in the second half of 1949.

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The percentage of individual productivity wages, which rose to 18.5 percent of all productivity wages in the 1st half of 1949, must be raised to 40 percent in the locomotive repair yards and to 25 percent in the railroad car repair yards in the 2nd half of 1949

Examination of work norms in the first half of 1949 was adequate; every maintenance yard must meet the quotas which have been established since then. The following numbers of work norms were examined:

in the railroad car repair yards: 8 800 14.7 %

in the locomotive repair yards: 11 608 - 7.9 %

Repair yards which the audit (published under Title 21) showed to be in a particularly unfavorable position in the second quarter of 1949 must be immediately examined by a commission consisting of the plant director, ~~an~~ an efficiency expert from a repair yard that is in good condition, and ~~a~~ a member of the repair yard directorate. This examination must fully cover every unfavorable phase of production. The plant director of the Magdeburg repair yard will head the commission for railroad car repair yards, and the plant director of the Halle repair yard will head the commission for locomotive repair yards.

- 46 Production of small iron parts in the railroad's own shops has been increased as follows in the first half of 1949:

Screws,	from 370 000	to 587 000
Nuts,	" 371 000	" 527 000
Rivets	" 22 500 kg	" 27 800 kg
Nails	" 325 kg	" 1 184 kg.

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The capacity of the forges in the maintenance yards has been increased from 480 tons to 639 tons.

Within the work program for the second half of 1949, each repair yard has been told to work out a plan to increase further its own manufacture of parts. These plans must be adhered to.

Completion of the rolling mill in the Dresden repair yard in the second half of 1949 is included in the production plan of the repair yard directorate. The deadlines set for this must be met.

Experiments in producing car-wheel tires by centrifugal casting have shown initial successes. Now the practical testing ~~examination~~ of these tires must be carried out within the time limits set in the production plan. The preparations for the production of locomotive wheels by this process must also be completed within the periods specified in the work plan.

The plant accounting sheet, which has recently been introduced and which shows, among other things, the costs involved in the plants' own manufacturing program, must be systematically evaluated in order to improve the profitability of the program.

47. The amount of 280 000 DM allotted to the repair yards under appropriation 13,12 for the procurement of required tools and equipment is too low to cover the most urgent needs, particularly installations for improving the economy of working methods. The request made by the Finance Department^{ent} of the Main Administration for Traffic for the approval of 500,000 DM for this purpose under this appropriation must therefore be pressed by every possible means.

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The production of machine tools must be assured by prescribing, under the plan, the amount which each repair yard is to spend for the production of machine tools.

48. Utilization of material reserves must be assured systematically by carefully examining inventories of materials and by converting all surplus spare parts and materials for other use; of, if they cannot be used, by scrapping them. Execution of these measures must be supervised according to plan. The same applies to machine tools and equipment.
49. Statistical work, a prerequisite for supervised the economic operation of repair yards, must be improved systematically. All existing statistics, some of which are incomplete, must be reviewed and summarized by the Department for Planning and Statistics in the repair yard directorate. Time limits fixed in the repair yard ~~directorate's work plan~~ directorate's work plan for the second half of 1949 must be adhered to.

Allotted quotas for expenditures for vehicle maintenance have been exceeded as follows:

In April 1949 by approximately	1.54	million
In May 1949 by	1.41	"
In June 1949 by	1.13	"

Therefore the expenditures of the repair yards must be evaluated statistically within the framework of the budget plan and all possible measures must be taken to lower ~~these~~ expenditures. Elimination of excess expenditures for vehicle repairs must be achieved by 1 Oct 1949.

50. Realizing that activist movement, competitive production, and the employee suggestion system have great influence in improving the

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profitability and quality of work in the repair yards, all possible measures in this field must be particularly emphasized. The competent department heads of the repair yard directorate must set up special specific plans and must personally supervise their execution.

51. The training of suitable new people for maintenance and repair work must be assured by the repair yards. They must now report the names of those people whom they consider suitable to become foremen. A special plan for training these people must be set up.
52. Progress was not completely satisfactory in the surface construction program in the first half of 1949. Due to the fact that new materials were not delivered in time, the plan for replacement of trucks was fulfilled by only 4 percent and for replacement of switches by only 6 percent. The production of small iron parts needed for the planned maintenance program was also behind schedule because the necessary machines could not be obtained. The most urgent replacements of tracks and ties must be assured in the second half of 1949 by using materials obtained for use as surface construction reserves. All other tracks must be examined as specified in the plan. The six recently assembled construction trains are to be employed for this purpose.
53. Construction work to increase the capacity of the railroad net is to be continued according to plan, particularly on sectors which serve the Baltic Sea ports. Substantial preliminary work must be done to improve transportation in the mining districts of Saxony. The railroad situation in the vicinity of Berlin makes it necessary to close the gaps in the outer circle and complete additional connecting railroads.

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54. Main emphasis in bridge construction must continue to be on the replacement of temporary structures, in order to eliminate low speed stretches.
55. Following the success achieved in fulfilling the repair yards' demands for the reconstruction and enlargement of repair and maintenance yards, surface construction must be given priority now, particularly installations in the operational and transportation service; construction work on the station buildings at the Schlesischer and Friedrichstrasse stations in Berlin and the main station in Leipzig will therefore be continued according to plan. Construction work on the recreation hall (Kulturhaus) for railroad workers is to be speeded up so far as available means permit.
56. In the field of communications the equipping ^{of} single track sectors with the necessary safety devices is to continue according to plan.
57. The Reichsbahn-owned long-distance communication net is to be adjusted to the increasing operational demands.
58. Safety measures to protect the operational and transportation facilities against the influences of the coming winter are to be completed by 1 Nov 1949 according to plan. The railroad's own personnel and workers paid on the basis of their performance are to be used to a greater extent than before on construction projects, particularly surface construction.

Waterways

The waterways system fulfilled its Transportation Plan for the first half of 1949

by tonnage by 110.5 % and
by ton kilometers by 111.5 % ~~111.5 %~~

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The economic plan sets the combined quota for the red and green fleets. From January to March both the red and green fleets reported their figures for plan fulfillment, but from April on only the green fleet did. Therefore the actual fulfillment figures ~~for~~ ~~xxxxf~~ are higher by approximately 2 percent.

The Repair Plan was fulfilled by the reserve fleet

for horsepower, by 108.0 %

for tonnage, by 85.2 %

by ^{the} operating fleet

for horsepower, by 98.5 %

for tonnage, by 124.8 %

Following are the plan fulfillment figures for the most important goods shipped:

Coal	111.2 %
Grain and flour	113.7 %
Construction materials	126.3 %
Wood	113.8 %

Fifty percent of the yearly plan for the dredging of sea ports and sea routes had been fulfilled by 30 June.

Only 14 percent of the yearly plan for dredging the inland waterways was fulfilled. However, it must be noted that because of the high water level of the Elbe and Oder rivers a number of dredging operations could not be carried out.

Because of the high water levels breakwater construction amounted to only 24 percent of the yearly quota. But the necessary preparations have been made to assure fulfillment of the quota as soon as water levels become more favorable.

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These work results were the consequences of a steady development and improvement in working methods, particularly with respect to norms, activities of activists, and institution of productivity wage scales.

Certain shortages also developed during this report period which did not permit full utilization of the waterways capacity.

The following requirements must be fulfilled:

- a) Transportation planning must be further simplified and improved by reports giving actual requirements of the main administrations.
- b) Transportation requirements must be separated and shipments rationally distributed among the three means of transportation.
- c) Waiting periods for the fleet must be shortened.
- d) Further measures must be taken to prevent accidents and to insure against losses during shipment.

The conference for waterways specified the following objectives for the second half of 1949 in order to overfulfill the economic plan for 1949:

1. The performance of the first half of 1949, approximately 4,195,000 tons, is to be raised to at least 5,113,000 tons in the second half, as required by the economic plan.
2. The turnaround time within the zone is to be shortened to 12.5 days per trip, assuming the average distance to be 130 kilometers.
3. The tonnage increase from the reserve fleet must not drop below the planned 1949 figure, despite the backlog of repairs due to the financial situation.

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4. By 1 Jan 1949 [sic] people-owned shipyards, will lower the repair prices shown on the approved list of 1 Jan 1947 by 8 percent, for the section dealing with construction of iron ships.
5. Loss of time due to high water levels is to be made up by good organization and higher work productivity in the second half of 1949. Assuming the prevalence of favorable water levels,
 147 000 cubic meters of breakwater construction &
 36 000 square meters of shore docks
 are to be rebuilt between 1 July 1949 and 31 Dec 1949.
6. In order to improve the condition of the channels in the inland waterways, 380 000 cubic meters of earth are to be dredged between 1 July and 31 Dec 1949.
7. Repairs to 34 locks and weirs, as provided in the investment plan, are to be concluded by the end of the year.
8. Bridge ruins, amounting to 9 200 tons, are an obstacle to shipping and are to be removed in the second half of 1949. Ten percent of the money provided for the purpose in the investment plan is to be saved.
9. The dredging plan for 1949 is to be fulfilled ahead of schedule and at lower cost, in order to keep the sea routes and ports open.
10. Work on the Sassnitz mole is to be finished this year, as is ^{work on the} north mole at Stralsund.
11. The concrete markers, which have deteriorated from age and been replaced by wooden markers, must be replaced this year by steel can buoys, which will have to be manufactured.

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12. The planned trans-shipment capacity of seaports is to be raised from 4.12 million tons to 5.6 million tons in 1949.
 13. Completion on schedule of the investment construction program must be assured despite the loss of time that has occurred.
 14. Materials still available from wrecks must be fully utilized.
 15. A unified and simplified material consumption control for most important materials is to be instituted.
- Deadline for the beginning of it: 1 Sep 1949.

RESOLUTIONMotor traffic

Motor traffic, fulfilled its quota for long-distance and local transportation during the first half of 1949

by 115.6% ~~and~~ for tons carried, ~~and~~

by 104.2% for ton-kilometers,

During the same period of time the quota for passenger traffic was 111.3 percent fulfilled. Long-distance shipments were reduced in favor of local transportation

by 7.8% ~~and~~ for tons carried, ~~and~~

by 9.8% for ton-kilometers,

as compared with the second half of 1948. This was accomplished by shifting less valuable shipments to other means of transportation,

Passenger transport by means of busses developed favorably. Taxi-cab service also developed satisfactorily.

The repair plan for trucks was 109 percent fulfilled, the plan for passenger cars 211 percent.

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The following requirements must be fulfilled in respect to motor traffic:

1. All road traffic in the zone, all work done by mechanics, and the procurement of spare parts, must be organized, directed and administered according to uniform regulations by 1 Jan 1950. For this purpose, all people-owned transport enterprises, factory vehicles belonging to people-owned plants, and people-owned mechanics shops ~~pieces~~ are to be combined into a people-owned motor transport center in each Land, under the supervision of the Directors General. The motor transport centers are to be charged with carrying out the transportation assignments in the land. The General Directorate is to coordinate the transportation of all the Laender.
2. During the second half year the plan for both tons and ton-kilometers, which is set at 112.77 percent of the performance for the first half year, is to be overfulfilled by at least the same percentage as during the first half year.
3. A new system of transportation planning for motor traffic must be initiated to conform with decision S 5/49 of the German Economic Commission (regulation for planning of railroad and waterway transportation). In this new transportation planning system local traffic will be planned by the General Directorate on ^{an} over-all basis only. In accordance with the existing rate-table (NVP) the radius of local traffic is to be increased from 30 kilometers to 50 kilometers from the terminal of the vehicles. This will result in a substantial increase in local traffic. With the institution of the new transportation planning system, local motor traffic will be planned only on an over-all scale. Break-down according to goods is to be eliminated.

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4. People-owned motor transport and industrial enterprises are to be constantly examined as to their profitability. In addition, the enterprises mentioned are to be strengthened by investments in accordance with their requirements.
5. An attempt must be made to have only people-owned enterprises conduct interzonal bus traffic. Busses taken over from the Reichsbahn are to be used to strengthen people-owned enterprises and are to be employed for interzonal traffic.
6. In order to cut down on empty runs and to improve transportation, new ~~methods~~ of freight collecting stations is to be organized in collaboration with the Reichsbahn, and a system of motor traffic routes is to be established, with the approval of the Luender, which will really correspond to requirements.
7. Communication service between the motor traffic service stations must be improved.
8. Negotiations regarding the adjustment of freight rates to costs are to be continued.
9. People-owned driving schools must be established in the interest of good, uniform training of drivers, ~~XXXXXXXXXXXX~~
10. The system of reporting is to be simplified.
11. Greater efforts must be made to arrive at work standards in motor vehicle enterprises.
12. Motor vehicle registrations must be evaluated and suggestions for improving future registrations must be worked out.
13. In order to cut down on traffic accidents, accident figures must continue to be followed up and preventive measures must be worked out.

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14. The already noticeable increase in the running time between two general overhauls must definitely be increased to 30 000 kilometers for trucks and 35 000 kilometers for passenger cars by the end of 1949.
15. The price regulations for motor vehicle repair rates, including regulations covering guarantees and final inspection in the workshops, which at present are being presented for approval, must be introduced in all workshops by the end of the year.
16. Statistics on working hours, which are the basis for the price regulations, are also to be used as the basis for establishing productivity wage scales.
17. Experience gained during the contest for model workshops from 1 July to 30 September 1949 must be applied to all other people-owned shops.
18. Consumption standards for spare parts and repair materials, drawn up for "general repair" jobs, must be revised to fit the concept now in use, "general overhaul."
19. A course of training must be established at the DKV [sic] to train students as motor vehicle mechanics and as motor vehicle drivers.
20. Adequate deliveries, as specified in the plan, of operational materials, particularly motor oil and lubricants, must definitely be assured.
21. The reorganization on a zonal basis of the production of spare parts for motor vehicles is to be completed. There is to be a central bureau which will handle all available models, dies, equipment, and blue prints, as well as the distribution of orders and supplies.

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22. Measures must be taken to bring about improvement in the quality of tires, as to both load, capacity and kilometer performance.
23. Production of large-size tires must be speeded up. Requirements must be met by imports until such time as zonal production can meet our demands.
24. It must be repeatedly pointed out to the competent Main Administrations that "bottleneck" materials included in the plan must be distributed in the specified quantities.
25. Scrap collecting stations must be told to examine materials collected as scrap for their possible re-use.
26. Reports of surplus auto spare parts must be made with the necessary thoroughness and within the fixed time limits.
27. Suggestions of the General Directorate concerning order 22/6105 (mobilization of domestic reserves) must be seriously discussed and carried out.

Highways

28. The execution of the planned projects must be better organized by taking proper preparatory measures, setting up a carefully worked-out schedule and supervising its execution.
29. A prerequisite for good planning for the 1950 economic year is ^{the} ~~to~~ synchronizing of construction plans with traffic requirements, on the one hand, and with the financial means, construction materials, and available labor, on the other.
30. Inspection activities must be increased in order to raise the quality of construction work and to increase production.

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31. All vacant positions must be filled immediately by suitable experts.
32. Construction materials must be made available at the proper time by releasing them ahead of schedule, in order to assure the execution of the planned program for 1949.

RESOLUTION

made by the Members of the Operational Conference
for Traffic, held in Leipzig on 25 and 26 July 1949.

As a result of the increase in total production in our entire zone, within and the beyond framework of the plan, steadily growing traffic problems confront us for the 2nd half of 1949. To this must be added the seasonal peak loads in passenger traffic during vacation time and in freight traffic due to transportation of the harvest.

Even though transportation performance during the first half of 1949 exceeded the plan, the possibilities were by no means exhausted. Increased transportation requirements must be satisfied, necessitating a higher level of performance in both passenger and freight traffic.

The development of the activist movement has been unsatisfactory and must be increased. The scope of competitive contests was very unsatisfactory. In the interest of the economy's development the competitive spirit within and among plants must be developed on a broad basis for all three traffic systems. Not enough attention is being paid to the employee suggestion principle. Too many suggestions were unduly delayed and handled in a bureaucratic manner. We appeal to the unions, particularly the plant union managements, to take independent initiative and not permit themselves to be misused as an echo or as a front for the defense of outdated views.

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Maximum traffic capacity is possible only by close and smooth collaboration of all forces. Therefore it becomes necessary for every individual to know his assignment exactly and to observe the working process critically, not only in his own work, but beyond it. People's correspondents have the important mission of pointing out recognized shortcomings and working toward their elimination. The press as a whole must become more interested than it has been before and must be brought into contact with "Freie Fahrt" ("Free Ride"), a publication "Verkehr" ("Traffic") magazine, and the official bulletins of the Reichsbahn directorates.

Personnel policy of the Main Administration for Traffic has been focused on momentary requirements and not on future demands. It has been noticed that individual branches of the service are dangerously obsolete. This situation must be corrected energetically. e.g., young fitters must be released to be trained as locomotive engineers, in order to bring the required number of new people quickly into this very important profession. Resistance of plant directors opposing such moves must be overcome. To fill vacancies with technically qualified personnel is not a responsibility of specialized departments, but of the personnel department. In this respect it is necessary to increase substantially the activities of professional, evening, and engineering schools. Backward and inefficient teachers must be made to qualify professionally, ideologically, and pedagogically. The establishment of a teachers' school, giving three-month courses, and with a sufficient number of experts to satisfy the demands fully, must ^{be} initiated within the shortest possible period. Professional literature and service regulations must be purged of all Nazi and reactionary remnants. The Administration, working in conjunction with all progressive organizations, must combat and eliminate any obstacles which impede the development of young men and women.

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The development of young anti-fascists by means of improved schooling will remedy the shortage of personnel in all branches of the service and in the middle and upper levels of administration.

Difficulties purportedly arising from efforts to practice economy in personnel matters, which prevent the promotion of young activists and capable women into higher positions, are bureaucratic excuses which cannot withstand serious examination. Personnel policy and economy must not be handled by "officials" as departmental questions; experienced men under the direct leadership of the president ~~of~~ vice-president of the Directorates or the heads of the Waterways Offices should handle such matters, as their most important tasks. Directors General must take a greater responsibility than they have so far in handling and solving these problems, by transferring substantial parts of the office for personnel policy and economy into the hands of the General Directorate.

The beginning of training activities at the Traffic Science Institute during this year should result in quick training of the urgently needed new academic people to fill the high and highest positions. Greatest attention must be paid to the ideological development of the technical intelligentsia who are active in the field of transportation, and steps must be taken to provide for them a better standard of living. To utilize the valuable capabilities, knowledge, and experience of these experts is of the greatest importance for increasing our capacities. Just as substantial parts of the office for personnel policy and economy are to be transferred into the General Directorate, under the direct supervision of the Directors General, in order to facilitate better and quicker action, so should parts of the offices for planning and statistics, material supply, finance, and administration be transferred into the General Directorate immediately following this conference, for the same purpose.

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Recreation halls and libraries must be established in order to develop and strengthen ideologically all persons active in the field of transportation. In the same manner, theatrical groups and musical bands must be aided in every respect by the Main Administration for Traffic. To carry out these tasks the Main Administration has established a new cultural ~~political~~ department.

Social welfare, too, must be further developed in every respect. It will be the task of the new Department for Social Welfare to improve the status of transportation workers by means of the plant kitchen, by supplying work clothing, and by sending them to rest and recuperation homes. New day-care centers for children are to be added to those already existing, according to requirements, to take care of children whose mothers are working and of motherless children of railroad men. Shoemaker and tailor shops require further expansion.

Quick and thorough development of productivity wage scales in the transportation field is a special task for this new department. In this respect, the organization of offices for job descriptions and work norms must be completed by 15 Aug 1949.

In order to establish work norms on a technical basis, personnel of the work-study group are to be increased to the number necessary and are to be trained for their jobs. In addition to the 25 who have been trained for this job and who have started their assignment, another 120 are to be trained in the same manner by the end of the year.

The Main Office for Labor and Wages in the Department for Social Welfare is to see to it that the personnel already trained train additional personnel in their field for the preparation of job descriptions and the establishment of work norms.

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Examination of all work norms is to be finished by the end of 1949. Work norms must be worked out for additional types of work which might be brought under productivity wage scales. The following percentages of production workers are to be shifted to productivity wage scales by the end of 1949:

In the repair yards	74 ³ %	compared to the present	61 %;
In the maintenance yards	60 %	" " " "	54 %;
In surface construction	70 %	" " " "	58 %.

Application of productivity wage scales must be also increased for service and traffic operations of railway, waterway, and motor transportation, as well as for motor vehicle repair shops.

Shortage of materials must be counteracted by mobilizing domestic reserves.

All technical installations must be carefully handled and taken care of. This is true for vehicles and machines, as well as for buildings, equipment, and other installations. Thrift is not bureaucracy, but is rather a necessity in times of emergency. Bureaucracy, which is still on the increase, must be fought energetically and must be eliminated.

Financial plans must be adhered to precisely. The prime importance of financial problems must be emphasized by making the financial section subordinate to the president of the Reichsbahn Directorate or the responsible head of the Waterway Directorate ~~personally~~, rather than placing it under a department head. Costs must be lowered materially and profitability of the enterprise must be definitely assured in all its branches. A more healthy relationship between productive and non-productive expenses must be established.

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Greatest vigilance must be exercised against the enemies of our reconstruction. The UGO (independent trade union organization) revolt has shown us that there are also reactionary elements and saboteurs within the ranks of railroadmen.

The S 5/49 decision of the German Economic Commission, which prescribes a new transportation planning system for traffic, could not yet be fully realized because production and distribution planning of the other Main Administrations of the German Economic Commission have not yet succeeded in reporting their actual transportation requirements in detail, as prescribed. Therefore, this conference demands that the Main Administration for Economic Planning, production, distribution, and supply planning with transportation planning, ~~coordinate~~ accurately and at the proper time. The monthly transportation plan for waterways, set up by the planning department of the Main Administration for Traffic, is unsatisfactory because it does not contain enough factual reports to permit the full utilization of the loading space. Methods used so far to try to utilize the ship's loading space fully in spite of the inadequate plan have generally been wrong. It is the task of the planning department, in cooperation with the general directorates of the Reichsbahn, waterways, and motor traffic, to ascertain the types of freight most suitable for utilizing fully the ships' loading space, and at the same time lowering the freight burden on the Reichsbahn.

Motor vehicle planning must be regulated by law, in order to insure the cooperation of motor traffic within the framework of overall transportation planning. ~~Only then will it be possible to~~ Only then will it be possible to reduce long-distance motor vehicle traffic in favor of local traffic and to shift long hauls, as far as possible, to the Reichsbahn. Better and quicker repair work on roads must be demanded from the Main Department for Highways in the General Directorate for Motor Transport. Holes in the roads and bad roads cause needless waste of our means of transportation.

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Only if everyone in the transportation system uses all his strength, and if all cooperate in the realization of the above-mentioned demands, will the fulfillment and overfulfillment of the plans be assured, and with it our advance.

6 Aug 1949

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